The process of development is based on the following key assumptions.

of development)

2. Am The process(is piecemeal. That is, it takes place step by step, and not only buildings, but open space, and pedestrian paths, and even roads, also grow piecemeal, anxwhexwamemkimme all in parallel. The basis for this assumption is given in Appendix 2.

himmannatoxmakemakhemamememembhhhbpabbabbabbahbmhbtahbmpbaababmabmhbeabmabhh Whompoincomed home broad to a broad made and made and made and the same of the debandhabanabmabahabahabahabahabahabahabahabahababahabah Mhomabhaabmamabmnmhbahbaabhabhabhabhabanbarbmnbmnbmnbhhbhabhwhenbinabandahbinabanbanbanbanhama

numbersare De delevemed

The total area, contains www approximately 25 acres, or real it must, 1,000,000 of land. We assume that this land will be developed. to that its finished state, this land will be be 40 40% built, with the remaining 60% dexe devoted to roads, paths, parks, and kneed courtyardsxxx. There will ke therefore be approximately 400,000 sf of built land, We assume that this land will be built up wikk almost entirely by 426 story buildings, with an a average keight height of 4.5 storeys, making a total built area of x 1,800,000 sf of space. If we assume an exx overall average construction price of \$60/sf, this represents ax some \$20x \$110 million of construction. (The detailed reasoning behind this assumption is explained in Appendix 1)

and to regulate it, we require that the total construction of \$120,000,000 be divided up as follows:

With an average cost of 3 million with an average cost of minimum hundred medium projects, ranging in size from 1-5 million each.

Twenty with an average cost of minimum medium projects, ranging in size from 200,000 ecah minimum minimum medium projects, ranging in size from 200,000 ecah minimum minimum medium projects, with an average cost of 20,000.

Twenty large projects, with an everage size of 3 million ranging in size from 1 to 5 million each

60 millio

One hundred medium projects, with an average size of 300,000 each, ranging from 100,000-500,000

30 million

Five hundred small projects with an average size of 30,000 each, ranging from 10,000 to 50,000

30, millio

- 4. We assume these 620 projects will be built over a man year period, with an average of some of projects per year.
- 5. We assume that the projects will and that individual projects will mindental include office space,

residential space, commercial, in the proporitions given as follows. This reflects, as nearly as possible, present thinking in San FRancisco, and with of various interest groups.

6. We assume that the projects will be have the personal and human character which we summarise by calling them "visions". This distinguishes them from speculative projects, done by absentee landlords, or property developers, and requires that each projects is a personal thing, done communally or singly, by someone, or by some group, who above all, has the welfare and wholeness of this area at heart. The detailed definition and nature of such a "vision" is described in appendix \$x 6.

7. For the same reason, we was make assumptions about land tenure. Number 1

(a) that land cannot be privately owned, but that all land in the area is held by the City of San Franciso, and leased on 99 year leases, to individual building owners. (hh) Whenderson That the entire area is under the governance of some identifiable "community". And both hand building owners are fully are allowed to invest in it. These concepts are fully explained in Appendix 7.

Mabkabashmahmahbindinkindahhnbmahanbanhmabhnbmahbbbm anbombingbibandmnamamkhabxibiabhbbmakwnbpbbobbbbbbbbb whamnhimm

the global 8
ethnotine is
not taken care
of - yet
that a dear
tissue

8. We assume that the development of a sometiment system of urban open space, mmadama gardens, courtyards, pedestrian promenades, paths, www roads, and parking, is gmubunbulnbunbunbunbunbunbunbunbunbunbunbunbund assured by the fact that each increment of construction must follows mhbmmbhabmommkxx certain rules, which are described in appendix 8. (Essentially, these rules mubaphabaimnBmn make sure that all buildings are make to form beautiful useful and satisfying open space, so that the development takes precednence over the development of xmainxinan buildings, with the result that the buildings form a city... muhbenhenbenabyhbmebehbbnehmbkmbhnebmbbnebmbbne mdamdamdnm

take care of structure must be totally on

Periody 9. In parkhum particular, we also xxu assume the existence agreements of certain general rules, which govern the distribution of traffic and movement and open space. In particular, we expect that heavy through traffic will be kept away from the water, that major parking structures midhhbhebmabuhmamnkhnbmmbh will also be kept away from the water, and near the arterial road, that there xxx is a mmm series of main pedestrian walks, run from these parking structures, down to the water, and that the waters edge itself contain a series of concentrated nodes of development. Analysis of traffic which makes this possible, is described in Appendix 8.

mueloped phis more must be tested

10. We assume that the design of individual buildings, itself follows certain general rules, which guarantee a coherent and satsifying structure within to the buildings. These rules, whomh vary for to are specific to each major building type, and are given in appendix \$10.

Then In essence, they guarantee that the building can be designed by its users, at various different appropriate appropriate levels... these building beautiful appropriate appropriate levels...

fluis needs a lot of work Fits together with namber 10

12 Wo assume that khe each building is given

- 12. We also assume an overall "language" of construction, which guarantees that the different buildings are built in a manner, which preserves the overall coherenece of the area, at the same time that it allows each individual building to have its own expression.
- 13. And we assume, further, that each kx building will have a type of construction which allows individual ornament and expression. Ankhomphoxomkhoxox Given the fact that this is generally not possible, in under the terms of present day construction procedures, we have provided a certain simple ground rules, which help the builders of each building beautiful.

 beautiful.

prost sensus unselved problem 14. We assume, finally, that the steps of this process are administered by a board, appointed by the community.

**NTX Each individed project which is proposed to the board.

is played through, by

increments are

This means, that any building project which is proposed by an individual owner, or by a group of owners, comes to the board, who first check its complaince with the steps of the process that have been outlined, above, and also check it involvementary against certain other ground rules, to ensure complainace with public health and safety, fire regulations, light, air, access, parking, and so on. This process will entirely take the place of those of ordinances no present day zoning and planning ordinances. In order to make this possible, we assume that the area is designated as a special development distinct, under the terms of present day where planning law. The provisions deministered inside the district are explained fully in appendix 14.

To HELP YW

ROUGH AREAS AND SIZES OF BUILDINGS OF DIFFERENT PRICES.

At & \$60/sf, and four starteys, we get \$240 for each square foot of ground area covered, so:

\$100,000	FOUR STOREYS gives 400 sf 7 9~~~	FIVE STOREYS 330 Sf 7 2mm	SIX STOREYS 280 Sf of grand
200,000	800	660	550
300,000	1200	1000	830
500,000	2000	1700	1400
1,000,000	4000	3300	2800
2,000,000	8000	6700	5500
3,000,000	12000	10000	8300
5,000,000	20000	17000	14000

Largerbuildings may be considered in special cases,

DISTRIBUTION OF PROJECT SIZES

The first answer to the questions What must we do next, to make the system more whole, is an answer which describes the distribution make the next years investment, into by quantity and area.

It is minimized assumed that the random packets of development stimulated by the combination of taxes, interest rates, and investment opportunity, is necessarily the best. But of course this is not so, simply because the things that "need to be done" at any given moment, are not all equally profitable, in the shum short run, for amaginary the particular investors who happen to have the opportunity for investment.

On Text On the other hand, khamamis we assume k a system in whimhbahbahbandsabapbahanbah

which the great proportion of funds available, will indeed come from private sources - not government sources.

We must therefore ask, how we can guide, and shape, the natural process of capital improvements, in such a way that most nearly approximates the ideal health of the system and is yet compatible with private motives, and private sources of funds.

Note. We distinguish fix between private motives, and the banks motives. Often private investors are merely channels for banks investments: but this once again, has little to do with the process we are concerned when about.

The memans The question "what to do next" kaxmuk must be asked and answered at dix several different scales.

There is the question, with respect to the largest unit: the local community.

There is the same question with respect to some much smaller neighbourhood.

And there is the same question, as a question about repair to individual buildings.

Let x us imagine a budget, in which wash there is a certain percentage of annual renewal at each of three different scales.

In order to make the system whole, and keep it whole, there must be substantial renewal funds, flowing at each of these different scales, every year.

 \mathbb{R}

RULE SYSTEM 1

THE RULES OF PIECEMEAL GROWTH

As we have said ker briefly, in the previous chapter, when the demands of wholeness require that a portion of a town be built up gradually, piecemwal, from different increments. A single act, or even a small number of large acts, cannot, in any practical way, provide the for the complexity of adaptation which is typical of wholeness.

This is easy to understand in any organic system. It is inconceivable that an organism, for instance, could be built up very rapidly, in a single act... because the it is preicsely the slow adaptation of cells to amanker one another, whichmakes possible, their very subtle and harmonious intertwining.

Specifically,

Explosion in the case of a town, it is the adaptation of different acts of building, to one another, which allows the progressive healing of the whole. We can be sure, that any gir given act is imperfect. The But if each act is merely one small item, in a continuous chain of acts, then each act can take up the mistakes of deficieicnies, in the order produced by the previous act, and the system is able to grow, harmoniously, always correcting itself, always reaching for order, and always going towards it, in spite of the imperfections of its individual contributions.

In order to guarantee **khim** the piecemeal nature of the growth, we have a system of three rules.

1. The first rule simply says that no building increment may be too large.

mahmahmahmahmahhmahhma

- Rule 1. No building incrment may be too large. Specffically, we do not allow any building increment of morethan building complex of more than \$5 million, or about 100,000 square feet.
- 2. The second rule guarantees a reasonable mint mixture of different xinxmxm sized projects, with a predominance of kabmahmhmmmmm small projects, to make up for the fact that small projects have a smaller effect on the whole.

Thirmxmwime The theory of this rule has been described in considerable detail in The Oregon Experiment, chapter 2, In the ideal version, the rule has a logarithmic nature, which requires that in the total amount of construction in small, maximum projects is equal to the total amount in medium, and large... thus for instance, % million spent on one

kmxmme Thus Large 1

Medium 10

Small 100 (i.e. bench)

However, under the circumstances of our experiment this would have been impossible, and we replaced it with a much more modest rule. Namely:

- Rule 2. Themen Under the constraint provided by rule 1, large, medium and small projects are distributed as follows:
 - 25 Large projects 15%
 Medium projects 35%
 Small projects 50%.

This actually biases the project towards largeprojects, since it xmxmxm means that the total area of large, medium, and small projects is distributed as follows:

Total square footage in large projects

Total square footage in medium projects

Total square footage in small projects

MINIMENT For the general case we suggest that a rule which places more emphasis on small projects would be better.

In practice, the way this rule was used was that a running **THINTHENT MEMORITHMENT TOTAL TOTA

resultm of pp applying
We may see the apphixmanium of this rule, in the following
graphic sequence, of squares, which shows, the actual
sequence of projects, by area, which appeared in the simulation.

The third rule guarantees a reasonable distribution of functions, in the picemeal growth. In a conventional master plan, the xxx respective areas of different zoning categories, guarantees a reasonable balanace of housing, retail, office, industrial, park, transportation, parking, etc. Howeverphinbenbenbenbenbenbenbenbenbenben

However, in a piecemeal process, it would be conceivable that an entirely undesirable mix of functions makes its appearance, and this rule is designed to balance the create a reasonable balance amongfunctions. Like the second rule, this rule takes the form of an "ideal" distribution, together with a process which allows the rejection of projects which amammatax threaten to take the distributionoff course. Thus:

Rule 3. The distribution of functions in the development will have the following statistical distribution:

Mmxmxmm Housing

Retail

Office

Manufacturing

Public and communal facilities
Parking structures

At each moment during the life of the project, a bar graph shows the present state of the distribution, and preference is given to those categories which are lagging behind.

In particular, this board will use the rules, laid out in the chapters which from follow, to amamps decide whether or not a given project does actually contribute to the health of the emerging whole.

In this sense, we may say that this board has the function of administering the rules of the process, and of ensuring that the rules are followed.

In the simulation of the San Fransisco Waterfront, movement Chris,

Ingrid and Howard former acted as the board. This was
especially important during thefirst half of the process,
when the various participants in the simulation did not fully
understand the rules... especially the deeper rules defined
by when chapters 3,4,7 (visions, centering, and the emergence
of larger structures).

However, later in the process, as the people involved in the process came to understand the rules more and more deeply, the piccemeal acts required less and less regulation, and came gradually to a sort of communal autonomy, in which the members of the community at large, were RE entirely able to regulate their own acts, by usingthe rules. In many ways this was the most beautiful part of the process.

However, in the case of km a real community would also have to go through these two stages... first a stage, where piecemeal acts are regulated, by a board... and then a second stage, where the rules are k self imposed, and followed by all members of the community at large, as they become perfectly internalised.

The following bar graphs show the progress of the project, after 32 20, 40, 60 and 88 projects, ending with the final distribution in the finished project. All quantities are apamemental project of construction.

My Pe.

RMK RULES OF OPEN SPACE.

Very often, in todays cities, open space has become a left over, the area between buildings, a place momentum in the beautify modern buildings, a place mode in the beautify with plants and sculptures.

Yet to create a living fabric, imxwhimixhxpmmphm the so called "open space" is as important as the buildings, and experience shows, repeatedly, that the harmony, peacefulness, liveliness of a phamm city depends directly on the solidity, the "positiveness" of its pace, so that khe each part of space, large or small, between buildings, is as solid, as definite, a seriously taken, as the most beautiful room.

ThexThandhabhowhbynbuhbanbdabhnwhhbmahhnbabanbanbin
anbdobunbaabanb-

In order to make open space effectively, its definition must definition of precede the buildings. This means that buildings are placed, above all, km in such a way as to create positive open space. This

The following rules apply this general principle to the layout of streets, pedestrian paths, phazamm public squares, courtyards, and gardens, andmamamammam

Further, each part of the outdoor space, is a well defined entity in its own right, with its own centers, its own boundary zone, its own feeling, its own character.

Mhbmbmhmmbmgbmnhenbmbhnbh

However, space is only formed by the actual location of buildings: it is only rarely that walls, hedges, trees, and **Imnbanbhamm** other inexpensive items can be used to create space.

It is therefore necessary to formulate rules which work programment piecemeal, in such a way that as each new building increment, is intriduced into the urban fabric, its location and shape, work to create more programment useful, positive, well-centered open spaces.

The following rules are intended to carry out this piecemeal plan. They are based on the patterns SMALL PUBLIC SQUARE,

ACTIVITY NODES, PEDESTRIAN DENSITY XX IN PUBLIC PLACES, WALLED GARDENS, PEDESTRIAN STREETS, XMMMXNMM PROMENADE, COURTYARDS

WHICH LIVE, BUILDING THOROUGHFARE, PARALLEL STREETS, LOOPED LOCAL ROADS, SMALL PARKING LOTS, BOUNDED PARKING, BUILDING HIERARCHY OF OPEN SPACE, EDGE, SOMETHING ROUGHLY IN THE MIDDLE, PATH SHAPE. Detailed functional arguments are given in those places.

CAR PATH NETWORK, ROAD CROSSING,

Whenever In the semental area where a building is being placed, it is possible to define all of the following extends entities.

- 1. The nearest mains very large open space.
- 2. The nearest medium open space.
 - 3. The nearest line of pedestrian movement.
 - 4. The nearest line of traffic.

**Enxistant First, if there is no major open space near the building, then begin the creation of such a place.

If there is no major ex open space

RK APPENDIX 5

MIXED USE DISTREBUTION BY PERCENTAGES

The following distribution of uses (percentages x represent percentages of built space), is knamed comes from consideration of present distrubiton proposed by various groups, including the city planning department, land use consultants, and the citizens commission on the waterfront dexembs redevelopment.

Since all these different knimm bodies agree, at least as far as orders of magnitude are concerned, kki these percentages should not be controversial for anyone.

VISIONS

"What" shall we build in a given place, where building is to be undertaken. This question does not ask how it is organised, how it is designed, what character it has in its architecture - but simply, the most fundamental question of all: WHAT IS IT, WHAT IS GOING TO BE THERE.

This question can be phrased also, what does the gap that is there, call out for. What is needed there, to heal the world around it.

In present day cities, this question is asked, and answered, almost exclusively in economic terms. What can pay for itself there, what can make money there. A consumer survey, or a market analysis m will be undertaken (by the developer, or by the bank which provides financing to the developer), and will answer "Here a gas station will work; here a restaurant; here an office building; here a warehouse; there public housing,...and so on".

mmbwebmbmpmmmThe products of which are built, after this kind of answer has been given, are always wome rather dead, machinelike abstract, lifeless -- in short, uninteresting, not exciting, at not vivid.

If we compare these products with the products of other ages, we much shall be forced to recognise that those in other times, have an entirely different overall character.

Even in the immediate past - the period of great industrialists, of filth, and money, and slave labor, there is still a quality which at least is more inspiring that what we have today.

Consider, for example the stockyards of Chicago, the Loop, the Rmsks New York waterfront, the coal mind mines of the Rhonda valley in Wales, the Les Halles in Paris, there is in all these cases a thrust, an excitement, a vision...

we may question the vision, we may have doubts about its social value - but it is, MEXEK nevertheless, undenaibly human. It is the product of a personal vision, it is, even when it concerns money and profit, a vision of betterment, a vision of value, seen by an individual, and carried out with force.

In other times, we have examples of the same kind in other spheres. For instance, the great bridge of Isphahan, which where the Shah decided to build a place of enjoyment, where the people of Isphahan could live and play on the wax water, is a product of vision. The story of his appointing the architect, under pain of death, and visiting him disguised as a kaygemy beggar, to make sure that the work was being correctly carried out, are all typical of kk its visionary character.

Even a simple act, on a traditional ordinary farm, has the qualities of a vision.

Compare, for instance, a farmer coming down to breakfast one day, and saying to his family: Well, I think its time we built a bridge over big creek, before the winter rains come", with the decision of the Berkeley Public Works department to build a bridge over a culvert over an overflowing stream stream hwich is flooding a remaining certain street.

The farmers act is an act of vision. He presents it in this way to his family. It is carried like that, in their minds; and it is built like that.

The bridge which the public works department builds is, kx something entirely different. It is xx arrived at, not as a result of vision, but as a result of considered, channeled information. Studies are prepared. Each members of the engineers team, carefully protects himself against possible ciriticism, and minces his words in the report. It is built, in the end, purely as a bureacratic act, entirely without vision.

This xixi "vision" is a literal thing. It is not merely an "idea" or a "concept", but a thing seen and felt in the minds eye, as in a dream, perhaps literally in a dream...

AND ASKA RESULT, IT HAS INTENSELY PERSONAL FEELING. It is makes some feeling manifest, it carries us on a wave of life, makes us feel life, black, grey, or brilliant, but still it is life, in the Chicago stockyards, or in the shrine of Ise in Japan... they are above all, personal visions, carrying something from far beyond... never merely the product of bureacratic messages.

Approval, land grants, and grants zoning.

Aubmobentheime

We assume that it is known, that any visonary project, large or small, can be built, some with private money, some with public money.

Those with private money, are proposed, and accepted or rejected, from among those currently proposed.

Those with public money, are also accepted or rejected, from among those currently proposed.

Thus we have a "bin" of projects which are up for consideration, the mammam The committee reviews possible proposals, mantankem thempeoples and then issues invitations, on the basis of these proposals, for more detailedmodels.

Unfortunate bureacracy. Can it be avoided. Does the wait, and the review procedure do any harm. Eximmenth Porbbaly not if review is benign, oriented entirely towards question "Is it good for the community as a whole".

The criteria for review are entirely based on the well being of the whole. We examine the whole, and ask to what extent large scale patterns are being created, as needed, to what extent large structures, overall statistics, bad places in need of repair are being done by the proposal. Wemshathin

We thus issue a call for proposals, which makes it ix as clear as possible what we are looking for, and what we hope to receive.

If the proposal makes good use of land, we will tend to fund it. Mainly, we will ask whether it helps to repair, and make more whole, the entire community.

In particular, we shall also ask that it meet certain requirements to guarantee light and air to neighbourhooding projects (cutting off view, cutting off light from next door building, wmxmxmxmm not providing enough parking, not helping the x nearby streets to form....

We shall also x ask that, as a structure it help the emerging overall picture... that it contributes to the EME emerging whole from the point of view of its appearance, its detailing, ... and so on.

APPENDIX 8 THE CREATION OF PUBLIC SPACE

mb bandarding domble benkalik

Once a vision has decided the functions and activity which is to occur, in some new increment which of growth, this vision must be embodied in a building, or in some extension of existing was built space.

The placing and arrangement of each new building increment, must are follow certain simple rules, which are different from those want which we are used to. For example, the new increment does not have to confine itself to some arbitrary "lot", since kineman lots defined ahead of building increments.

Most important, the main purpose of the increment, is to generate the standard public space. All the intent of the rules in this appendix, is to produce a satisfying, useful, and inspiring arranagement of urban space; for it is, above x all the buildings, which create this space.

The most important general rule, therefore, is that each increment of building, does something to extend the whole, to increase the harmony of the whole, to give it continuity, some new center, or the elaboration of existing centers, and overall simplicity and beauty of structure.

This general rule, is made practical by five specific rules, which we now present. These rules, are themselves, given more detail, in the subsections which follow their first statement



1. At each increment a building is placed on the site.

This building is the accompact unity which is both well:

The building is the compact unity which is both well:

Shaped in itself, and also creates been beautifully shaped space next to it, a Each building increment extends

the fabric of existing buildings, often be touched be them.

It is almost never a self contained entitie, and them.

2. The building is always placed, and shaped, in such a way that it forms beautifully shaped pedestrian space, which helps to subminhumbumbumbumbumbum elaaborate the structure already partially present or emerging in the area.

- 3. In addition, knew increment may also breate a single manning of the single manning of
- 4. In addition, is incommendated the nearest road is extended to give access to the new building: which building building building placed rout to an existing road. https://doi.org/10.1001/10
 - new

 5. And, finally, a paparking structure is built, within

 500' of the brilding, unless the parking needs of the

 new building can be absorbed by an existing garage. (see bur)

 This parking structure is next to a road, and communication is placed to nelp incommendations contribute to the form

 of exasting padestrian space.

29

1. At each increment, a building is placed on the site.

This building is to be a compact unity, which is both

well shaped in itself, and also creates beautifully shaped

space next to it (see sections 2 and 3).

The building should, in detail, follow these principles:

- (a) It is a compact unity, which has a solid shape, and a clearly designated center, whereasters
- (b) It has an entrance, in a clearly designed in a position which forms a natural "center" to the building (not necessarily its geometrical center), and which provides natural access from nearby pedestrian areas.
 - (c) The The building has "holess" in it which are both courtyards or tightwells, or gardens...and no solid wing of the building is more than 40' wide, except when it is has a function which requires it (auditorium, gymnasium)
 - (d) If the building can help to shield an existing parking structure, it should be placed in that way... and, when possible, on the mexth south of the parking structure, so that the building only loses its north light from the contact.
 - (e) If possible, the building should touch some existing building, in wa at least one place, thus forming a continuous solid fabric of buildings.
 - (f) Each building has at least one wall, which is to be left solid (not pierced by windows?), so that this can provide a place for the next building to be added on.

DETAILED CONSTDERATIONS IN

PLAY-ING THE URBAN GAME.

- 1. At each increment, a building is placed on the site.

 This building is known may comprise a compact unity,

 whimhmham with known "holes" (light wells and countyards),

 (colored black in the diagram)
- 2. The building is placed, and shaped, in such a way that khabmabahambanmamama it forms beautiful pedestrian space (colored yellow in the diagram)
- In particular, the formation of the yellow, must follow certain principles.
 - (a) It is not self contained, but helps to form existing structure already partially present or potentially visible in what exists.
 - (b) There is a system of "lanes" or pedestrian streets, which form a network, and making maki
 - (b) there is a system of nodes, consisting of maxmxm large, medium and small spaces. The large ones are 1500% feet.

 apart, and are approx % fixm 60 x 150, are 1500 feet apart.

 Medium ones, approx 40 x 60 are 900 feet apart.

 Small ones, approx 30 x 30, are 300 feet apart.
 - (c) There is a system of lanes, or pedestrian streets, which connect the nodes. Major lanes run at right angles to roads... minor lanes run parallel to roads, and along roads, on one side of them.

helps hohe a)

- (d) Above all, each increment of yellow is beautiful, leads enticing, a place which leads somewhere, which has the quality of wanting to stay there.
- 3. En addition, there are, occasionally, certain gardens.

 These are green. They are only added, when they make sense, functionally, with the building, Them and when they are added, they represent the quiet, more private side of waxs open space.

The green follows these principles:

- (a) This always on the south of the buildings which it most obviously serves.
- (b) It is never next to roads (red), or parking lots (purple).
- (c) Each garden is itself has a beautiful shape, and is attractive, not merely as a "pine" of green, but as an mxx ornament, with its own lawns, flowers, trees, forming a clear and beautiful structure in itself.
- (d) Each garden, adds to, or enhances, some structure that was there before, in embryo.
- 4. In addition, each building must be served by a xpxx road.

 The roads are represented red. Roads are built, incrementally, as they are needed, fox to serve buildings. If there is already a road close to the proposed site, no new increment needs to be built. If there is no road serving the building, then a new section of road needs to be built, with bearing the following principles in mind:

MbhmMhijobmnbadbmabenbûnlieebmwhidebmandbminhon

- (a) Every road that is built is either major or minor.

 A major road is 60 feet wide, and a minor road is #10 feet wide.
- (b) Rvery road is connected to a major road.
- (c) At least some part of each building, is directly adjacent to the road ixpressmess which serves it.

(d) When you leave a parking structure, you can always see the entrance of the huilding which that parking structure serves

The parking structures are built according to the following principles.

- (a) In general, a parking garage is made up of strips

 16 miles

 which are 60 feet wide, and the total width of the

 structure may be any mutliple, thus 60, 120, 180...
- (b). Each car requires a total of 300 sf of space, or there are two cars for every 10 feet of such a 60' wide strip.
- (c). § In many cases, it is economial to build a large garage, perhaps filling an awkward corner. In this case, the Because of this, a garage built, will often be far larger than the particular building increment warrants. ¾ x At the time of construction, a each garage thus has a "surplus" of "unused spaces". As later increments are built, if this garage is near enough to them, to be considered useful to them, this surplus is reduced, increment by increment, until there is no available parking, and once again, a new garage has to be built.
- (d) The parking knxmm any particular building increment 500 feet of that building.
- (e) Parking must always, of course, be connect with a road.
- (f) In general, parking is never me to be placed next to pedestrian space (yellow).
- (g) When you leave a parking structure, you can always see the entrancesof the building which that parking structure serves.

32

APPENDIX

AGREEMENTS ABOUT URBAN STRUCTURE

In order to create a coherent and simple structure in the 'area, we make the following general assumptions:

- 1. At intermals along the waterfront, in special places, there are small squares, or we open space; the manufacturated has
- 2. These are separated by a much narrower promenade, so that as one walks along the water, every now and then it "opens out".
- 3. There is a main line of pedestrian movement, leading down to each one and of these waterfront squares.
- 4. Somewhere in the middle of this line of movement, there is a wide math opens out, to create the hub of an identifiable neighbourhood.
- 5. Vehicular k movement in the site is kxmxmxmx away from the water, and mainly parallel to the water, and at right angles to these lines of pedestrian mxx movement, thus along the water, some 500 feet back from the water...

Thebunhmab

- inland side of the whole area, thus along xx Spear street, giving access to the different pedestrian walks that lead down to the water.

am

- 8. Further, at the heart of each of these fim "blocks" there is a gmannimum. The building thicknessxwiz which surrounds each gmannimum garden, is some 100 feet thick on the average, and the garden itself kmabandinahmhbanbh may also be further cut up by these 100 feet foot wide swaths of kmk building.
- 9. Within each 100 fm foot swath of building, there are further mxx subdivisions formed by courtyards which pierce this swath, and bring light to buildings, and allow the thick swath of building mass, to be formed by wings of light, no more than 40 feet wide.

-----and the second of the second o

STANTING POINT

AUH

AGREEMENT in 1

The first point of development

Several of us have been to the site, making simply asking the question :Where is it most natural, to take the first step.

Various possible points suggest themselves: the area between Hills brothers and pier 24, in a spot roughly where

Steuart and Howardstreets intersect, but the one which establishes itself most clearly of all, is the end of Steuart street, where it intersects Mission. This seems very clear as the most natural entrance to the site, and also the most natural gateway, and we reach a common decision that the first growth is should happen in this area.

52 game

AGREEMENT 2

The garden south of the hotel.

At this stage, the <code>gakway</code> gateway and the hotel have been built. During the development of the hotel plan, when Jim explained the idea of a private garden for the hotel, this garden was originally closed off w to the south, by a solid building. However, we rejected this, because it formed a wall, which did not reach out and invite something to happen to the south. We first asked Jim whether he wa could see this garden as a communal garden, reaching out towards the south. When he explained that it was necessary for the w to keep the garden private, for the hotel guests, we then <code>ankendmxhambxhhmms</code> suggested that this small <code>private</code>, lead directly, through a gate or opening, to a much larger public garden, which does reach out otwards the south, and will encourage something positive to happen around it.

This large garden, is still however, imagined as a garden, that is, not as a park. It is not wide open to the street, but max almost completely enclosed.... and reached from by various small holes or passages which allow it to be Wmnbmebmhbmhbmhbmhbmmbmhbmmbmmbmmbmmbmmbmmm seen, and reached, x from Steuart street.

S3 parting

AGREEMENT

A long thin parking garage, on the west side of the site.

The hotel has already made it

The construction of the hotel, has already created a

need for some 200 spaces. Additional pressure on available

parking has been created by the development of apartments

and offices, and the capacity of the present parking

garage on x street, has hamm run out. It is therefore

necessary to build xx a second garage.

There is already general agreement that this garage should

be along **pe ** Spear street, on the west side of the garden.

which is dveloping. **MINNEMENTALY**

However, careful examination show that there is not room

to build a conventional garage, with two bays, since such

a structure would have to be at least 95 feet deep... and **the**

this would encroach so deeply on the garden as to destroy

it. It is therefore necessary to find a way of building

a one-bay parking garage, ***E.** To make it economically feasible,

it is to be served by **finement** hydraulic elevators, ***End with an electronic eye at each level, **making** so that

elevators can indicate which floors have available spaces,

and go straight o these floors.... A call goes out for this

kind of garage, and the next project realieses it...

Su peresta struct

AGREEMENT 4

The main pedestrian street.

We ask ourselves, now, what how long this street should reasonably be. Artemis has suggested a Community a bank building, to be built to close off this street, and make it a clear, well defined axis, be by forming another gateway to some pa space beyond... the question is, what is the right place for this second gateway.

We spend some time on Steuart street itself, trying to see where the most natural place is for this second gateway, both by standing at the first gate, and looking south, and then also standing in various possible locations for the second gate, and looking north, back to the first gate.

We finally **x** decide that the place for the second gate is just where the YMCA ends... and this then allows us to accept Artemis building, in this position, and to study the way that it developes the space beyond.

Sy man squar

AGREEMENT #6

A main square, in the middle of the site, facing the west-most grid pier, and therefore oriented an an angle to the site.

At this stage, with the project well begun, we start to ask ourselves where it is most natural to have a major square, some major open space which serves as the emotional "heart" of the kommunity.

We visit the site, and find that there is one place which speaks most loudly... it is a place roughly where Steuzrt and Howard streets intersectxxx... We can even pinpoint the place rather exactly, on the present north-west corner of this street intersection. Standing at this place, one feels in touch with the entire site... and it is a most natural to imagine oneself standing at the back of a large square, facing the bxx bridge.

The xx best orientation of this sm square is unexpected.

As one stands xmxm there, xmm one instinctively faces the westmost pier of the bridge... it is partly the bridge itself, and partly the xmm desire to face south, towards the light and the sun, which create this condition...xmmmxmm it is unequivocal...

from the ix site, is that the main xx square will not be oriented parallel to any of the existing grid lines, but at an angle, almost at 45 degrees to them, at an angle which seems peculiar, and has a major immense impact of the on the future of the growth... it is clear that this one perception will play a colossal role in organising the site...

But we check it and recheck it, and everyone who goes there agrees that it is so... so we decide the rough position of the square...

So grid y sheets

ACREEMENT # 7

A grid of streets near the water, around the Sutro baths.

At this stace, we we now face a crucial question about the organisation of the area near the water. There has already been a general agreement that the area must be relatively funch in in in in the fewer public buildings. Various proposals have been made to which in some way or another begin to define the great square west of the baths, but so far none of them seems adequate, and all seem slightly dangerous, because each one, in its way, implies a rather chaotic, incoherent development.

All of us, in some fashion, are looking for the emergence of some kind of order. We are agreed that the Materfront is essentially pedestrian in character. But maker again, various projects are being proposed along the water which imply a rather vacue and rambling character to the streets, pedestrian knows streets, in the zone near the water.

The probability building the carefully about this situation, we knihemen have found ourselves with a vision of many small streets, relatively tall narrow we buildings, which has crystallised in the idea of a very small scale grid of narrow lanes, the grid perhaps about 100' on a square, and the buildings 3 and 4 storeys high. We imagine this grid extending between the freeway and the

baths, and merhaps membershing going as far back as & Sturart street, and perhaps also extending some distance, not very far, on the other side of the baths.

ANE It must be understood that this grid, though "plan=like", is still essentially rotivated by the centering process. It is not attractor merely a plan, for an unplanned area. What has happened here, is that the particular events preceding this moment, have created a situation which is sufficiently lacking in structure, so that some very simple s-ructure is needed to make it feel calm. This is made even more essential, bythe fact that the baths, and the main square behind the baths, are the criented at such an extreme angle to the vater... necessarily so, because of the orientation to the south, and the view of the bridge.... but this extreme angle, and its slightly strange character, again call out for some extreme simplicity, inxtem and for an area of calm, in the areas immediately surrounding it. It is the response to this situation, which has, called forth the vision of the this grid of narrow lanes, and houses.

APPENDIX 10.

RULES FOR LAYOUT OF A BUILDING

The wm following system of rules, can be used m to lay out anyxhumikding large building mxxmmmkm ranging in smxmxmm from 3 to 6 stories high, and covering a ground area of from 300 square feet, to 20 50,000 square feet.

However, it will not, usually, be necessary to use all the rules, ex. Each building type has special requirements, which make some of the received rules rules relevant, and others irrelevant. Thirdsbuthered by the best and be desirable probable that the composition of the relevant of t

In order to decide exactly which rules are application, and which new rules might have to be inserted for special problems associated with special buildings, we ask that each building proposal, have a tenative list of rules are attached to it, and that we then agree on this list, before design of the building takes place.

- 1. As part of the unique, determine the site of the building, its frontage, and its approximate ground plan.
- /2. With knowledge of the total square footage needed in the building, and the height of neighbouring buildings, decide the buildings to show the buildings.
- If the building has a main part, and height (and therefore volume of the main mass of the building.

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- 6.43 Threshold and Identify the subsidiary parts of the building, as subsidiary masses.
- 7. The Determine the main direction of approach to the building, with respect to nearby movement, and locate the position of the main entrance.
- Determine the position of the main courtyard (if there is one) and any other courtyards.
- Sime Determine the position of any major gardens, and make sure that their position is such that they will get at least a reasonable amount of sunlight.
 - 8. If any of the huildings volumes are more than 40 feet wide, insert light wells in apprioriate positions, to exerts wings of light, so the building is now made a entirely of wings, which are less than 40 feet wide.

- 8. Am Locate the main contrance itself, and the entrance lobby as a major space inside the entrance. In many cases this lobby may be very large, and more than one storey high.
- 9. major streets, at least two storeys high, inside the building; in general these indoor streets must be top-lit, and therefore glazed.
 - 10. If there are now any volumes of the building left, which are more than 40 feet wide, introduce light wells, introduce light wells, introduce light wells, introduce the building is now made up of wings, lit from both sides, and never more than 40 feet wide.
 - 11. Place all other major interior spaces, which have the same scale as the lobby... this would include, for instance, auditoria, main meeting rooms, ballrooms, gymnasium, etc. wabahbmabaabxwbmbhmabmab major waiting rooms... in general all major public spaces.
 - 12. Place the main stair, (and elevators), if there is one in the building, and remember that this stair is essentially a volume of space several storeys high, not merely a diagonal line... so treat the staircase as amxmom an open room, with a stair x around the edge of it.

10 miles

- windowed or open
 13. Place galleries mmd arcades around those courtyards
 which are to serve as major circulation space, or leave
 circulation on the ground, but in all cases, arrange
 access to these courtyards, so that the main lobby leads
 to all of them in a clear manner.
- 14. Rhabmahmbmabmhbmhbmhbmhbmhbm If the ground floor

 If partsof the ground floor are to be used wx for shops

 or public functions, with access direct from the street,

 identify those zones which are to be used this way.
- 15. Within the building, identify certain "nodes of intensity" at key points in the circulation system. This means, certain natural gathering spots (coffee shops, tobacco **xxh*xm**xgifts, food, bars, garden seats*) should be place at spots where all ** paths in the building come together, so that they naturally invite gathering, and activity.
- departments (the natural subunits are expected in the building), and distribute them, in the different parts of the building, with If the parts of the building, with If the parts of the building of the departments belong to users, then allow users to choose locations in the building. Units do not need to be confined to one floor... in p fact, in many cases, it will be very good to have whole units enempiasax occupying vertical swaths or chunks of space in the building.

17. Think we any department or apartment has its own roof terrace, and k so opens out onto the roof of a part of the building which is lower, define these kexexem terraces clearly now, so that variations in the height of the building, are fully understood and this stage.

19. nummin Wherever vertical seams exist, between adjacent departments, make it clear how this will vertical seam will become visible in the finiahed building. * It is probably useful to imagine that a well defined, and at least partly visible, structural entity, should coincide with each "department"... and you should begin to know how the traces of kkix the various structural entities will be visible on the outisde of the building. In the case of apartments, for example, the different apartments should be visible as entities from the outside, and from the direction of approach. In the case of vertical departments, the MMX buildings should be visible as slender narrow buxxhexah high buildings (the Amsterdam solution). In the case of a more massive building, these departments may only be slightly visible. The stairs will probably help to define vertical units.

*

thinm The Locate the stains secondary stairs (and elevators) which serve the departments. These stairs must connect with the main lobby, via the system of galleries, which has already been exaxexa created. In the case of the apartments, the stairs may be exterior to the building. In some office cases, the stairs may give access to the ground, in such a way that they are directly accessible from the outside, waxmeh ... but this xmy simbe the stairs must always be easily accessible and explained, to someone Who comes to the genten main entrance of the building, Without his having to backtrack.

- 20. Locate the entrance of each department "department", as one sees it coming from the stair, and make this entrance a major volume, weak easily identifiable, and opening up the possibility of a clear sense of orientation within the department, as one enters it. This entrance should always take one to a position looking out to over some outdoor area, and with windows, meand so that one moves naturally towards the light.
- 22. Define, the major chains of rooms, with next in importance to the large rooms. Again, places these chains with special care for the light. Do not worry so much about mixmx circulation, and allow these rooms to provide circulation leading from one to the next, ...

 If these rooms are smadkmaxmath have lower ceilings than the largest rooms, then begin to consider possible ways of

in which the structure of the department, as a loadbearing

system, can produce the necessary variations in height.

- 23. If the department has more than one floor, miniman its internal xmxma stairs.
- 24. Place any small passages MHXHAH necessary to give access to rooms within the department.
 - 25. Place small rooms, imxmpmemes individual rooms, store rooms, etc., etc., and in small left over spaces by previous decisions.

APPENDIX 12

RULES FOR THE EXTERIOR OF BUILDINGS

- 1. There is a base story, which is higher than others, and marked by larger, grander, structure.
- 2. There is a roof line, marked by ornament, parapets, or something distinct, the whole band at least 4 feet dempinhigh.
- 4. All buildings have amandaminaminam distinct windows, visible with window frames.
- 5. The amamammin total area of window finamentains (measured to outside of frames) is between finamentain 30 and 50 percent of wait total wall area.
- 6. Themsmissas There is some additional structure, either ornament or substructure, visible, at the same scale as window frames or smaller.
- 7. Andhabmababanbanbagbanbabha Arched windows as are encouraged on the ground floor, but discouraged on higher floors, samphababababana.

Bim

9. Bays sizes amemichem within one building are the same, except where there are specific, very powerful reasons for changing them.

The issue of style.

APPENDIX 31 13

RULES FOR CONSTRUCTION OF BUILDINGS

In order to create a certain harmony in the area, but without restriction on individual inventiveness, we sharmany strongly recommend that buildings are built within the framework of the following structural conventions. These rules are not absolute. The board will exa sondier buildings that are not built to these conventions... however provided that they are themselves harmonious, and contribute to the whole.

However, to images examine make it easier to reach harmony,

However, to immessexhim make it easier to reach harmony, we provide the is following simple ground rules.

- 1. All buildings are to be built of maxmamy reinforced concrete, or reinforced concrete block, ax, this essentially ext excludes wood, steel, and maximize as basic structural materials.
- 2. What is missing from Hubert, Jim, Bruze document, is any way of defining the overall structural system...

Since the plans, in this process, precede, the definition of detailed structure, we need some kind of process which produces an overall structural scheme, on the basis of the plan.

Also, since it is intended that the buildings produced by the building layout rules, are much richer in their internal space, than buildings based entirely on a simple grid, it follows, automatically, that the structural conception will also have to be more sph sophisticated, and adapted to this greater richness of plan and section.

XEE MEXMAEK

In order to défine a strutural "scheme" we must first define just what a structural scheme is, in general.. once we have this clear, we can then try to find one particular structural scheme, of all possible xmkmamam schemes, which will suit a x particular building layout.

The fundamental unit of a structural scheme, is the an element which we may loosely call a structural bay. A bay consists of a first finement ceiling (supporting a floor above), and a vertical material around the perimeter, which has, as a minimum, four columns at the corners. These are usually at the corners, though in the case of a mantain cantilever, they are set in from the corners on at least two sides. A Inxaddition The structural bay may contain additional

In order to understand the building as a structure, we must therefore see it as a system of whom structural bays. which share vertical elements...(two adjacent bays).

Typically, but not always, a building is also made up of "floors"... that is a horizontal array of xmxmx bays, with a uniform ceiling height.

And, in general, a bay will also have beams, that is a stiffened edge, to the floor, along at least two edges, and possible along all four.

When a building is not made up of uniform floors, this means that there are mmamma volumes, in the building, where the structural bays project, madmemathem beyond the floor. ** There are two typical cases.

In one case, the bay extends through two complete floors.

This does not drastically alter the set of up of floors,

it merely creates a hole, but leaves the integral character

of the floors intact.

In the other case, certain structural bays, stick through them£hamxm have a different hgieht from those next to them... in this case, the floor above is non-uniform.

There are then two cases.

In one RSE case, the anomaly is correct by the next floor (khmsxmxssmingma the upper ceiling is lower), so that the two floor total bay, is once again fits into the Mz overall grid of the building.

In the other case, the anomaly continues; this then creates a vertical xx rift in the building, since the floors in one section slide past those in the next section, and we have when a kmidsingxwkmishxing vertical plan which separates the two buildings...

From this analysis, it seems that it is always possible to break the building down into distinct areas, which have, within them, a consistent layering of floors. Each of these Mhesebabasanbhab.

There is one additional type of analomaly. A certain celing may be higher than those next to it, but the lower ceilings have above them, duct space, or lightweight infill, or kxxx storage space... In this case, the anemalous bay is only anomlaous, internally, and externally it is still a complete paxaxm parallelapiped.

INXUMEX

Beidnedenden

Beyond these natural shift-planes, which occur inside the building, khememamam there are also wax continuous vertical planes on k all exterior faces of the building. These planes may be kmema w either walls, or columns (where there are arcades or galleries)... but kheme they are always continuous from top to bottom.

In addition, since most parts fo the building are no more than 40' wide (with courtyards, indoor streets, and light wells), this this provides a natural basis for the structure, which consists which we all the vertical planes that exist: and it is therefore natural to make up some kind of major ix level structure, at the level of units composed entirely of these vertical planes.

We might imagine these as *** superbays": large boxes, which are some 40 feet wide (or less), an unknown length, and **mxex**mxmems 3 to 6 stories high. These superbays, provide us with a basis for the structure... and within each superbay, by dmimim definition, the floors are **Maxmay**maxmimagineuniform (not all equal in height)*. We may imagine, then, a major structure, which consists of **khebenbubenbays* one superbay, which is supported in a way that reflects itself on the outside of the building.

We may then ask for the possible structure of the bays within one of these superbays.

It is reasonable that each of these vertical volumes, within which there is a wmxmxm uniform system of floors, is visible from the outside of the building, and has its own distinct structural character... and thatxxxx the planes which separate it from the next door building, play a major role, structurally...since we have continuity through all floors.

Within an area, where there are uniform floors, khamahamak kmma wehave a system of structural bays on each floor; the vertical elements of these bays, from floor to floor, do not necessarily line up. To deal with these cases we have the following possibilities.

- 1. That every column &m in a bay, rests at least on the edges of the structural bay below. **khimx This means that To generate such a scheme, we merely follow the rule that the corners of all bays each **max* upper bay has at least four points which lie on the perimeter of **a lower bays. Also, to increase the possibility of support, we start with bearing walls on each bay below, and remove on upper bays, only those parts of the perimeter which do **max* not lie on walls below... as we go up, the total perimeter of each bay decreases (statistically).

Hamman Bandan Ba

Mikinemyinkul Muxillxmxm

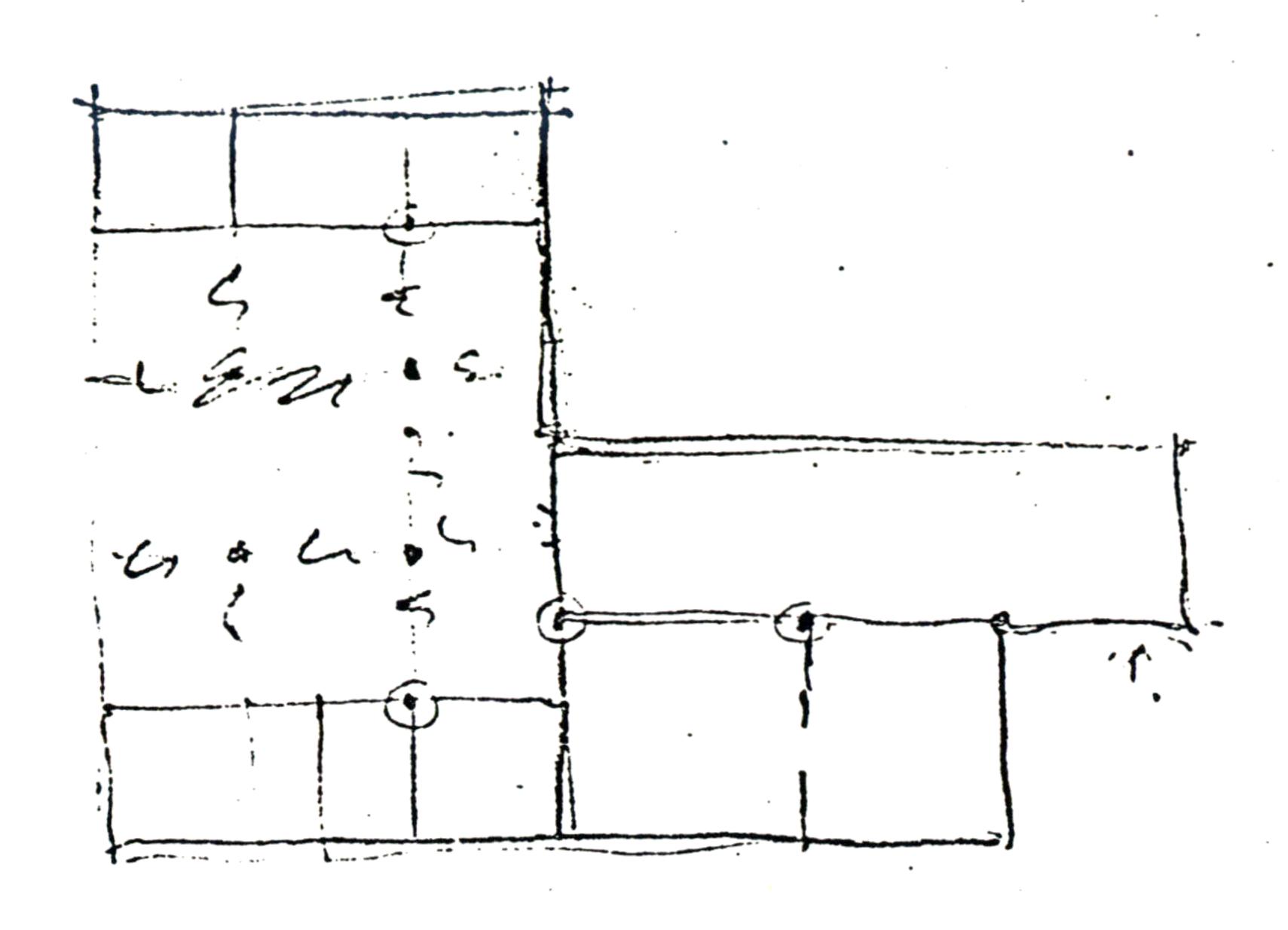
Note, that the following definition of a grid, has almost nothing to do with the motomorphisms which arrangement of equally spaced points that is commonly called a grid. What we shall define as a grid, is a far more general type of structure, of which the equally spaced point grid is a mmm very special case.

Suppose that we have the outline of a superbay. I All lines on this outline are vertical planes which can support weight. No, suppose we introduce lines, within the superbay, one at a time make an arrangement of rectangles, within this superbay, imamentment large medium and small, in such a way that the whole a

define a line, which spans the superbay: then a second line which spans the structure so created, and so on, until the complete system has been created, and the only rule followed, is that each new line added, "spans" the then existing array of lines. This resutling mesh, is in the possibility of being a continuous systems of walls and beams....

And, to makexphamementation makes the architect builder temmentation with the houses he makes, no one person is responsible for more than 20 houses per year: the and the total production of houses is in a region, is decentralised to a point where there are kmamement ixone architect-builder for every the persons in the population... a relation comparable as many as there are grocers.

as many as there are grocers.



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an entire
Let us assume that we have a system in which m wall can
act as a beam, to support the floor above.

A system of such walls, then, will support a whole floor, just as if it were a system of vierendel trusses a mpmmm rectangular space frame.

In this case, it is not necessary for the wall below to receive the load of a wall above, since the wall above walks above distribute their load into the whole system.

But each Vierendel truss must either span the full distance, from wall to wall, or else, from a wall to a kwx truss, or between two trusses.

Thus, if we can generate a grid, in the manner described above, to be a system of such trusses, there is then no need at all, for the walls to be supported on lower walls, since the whole system of trusses, is self supporting and spans by itself.

Each place where such a truss where bears on the wall system below, would have to be a major vertical element.